

9 January 1967

MEMORANDUM FOR: The Record

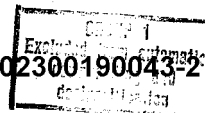
SUBJECT : Summary of Professional Recruiters'  
Suggestions re Future Course of Recruitment

- [REDACTED] 25X1
1. Recommends a "campus to campus" posture.
  2. On advertising, he suggests it be done beforehand so that resumes can be sent to a P. O. Box for screening prior to actual appointment interviews.
  3. Is not certain that Placement Offices would cooperate and send resumes if our present policy remains in effect too long.
  4. Placement Officers displeased at cancellations.
  5. No real problems to date.

- [REDACTED] 25X1
1. Feels very strongly that we need a national testing program - suggests we may join with DIA in using their system (?)
  2. GRAD system.
  3. Should deal mainly with young college faculty members who are the real source of campus influence.

- [REDACTED] 25X1
1. Recruiting not seriously affected.
  2. Each campus should be treated as entity.
  3. Universities are stiffening.
  4. This year's production greater than last year's.
  5. Campuses provide over 70% of his "take".

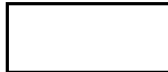
- [REDACTED] 25X1
1. Plans to meet with influential faculty members (in our fields of interest) and try to get them to give names of their better students. He will then contact the latter by letter and attempt to set up off-campus interviews.



-2-

2. Plans to advertise in campus newspapers and have inquiries sent to a P. O. Box. Will then follow up.
3. Will concentrate on schools which provide best returns.

X1



1. Would like to be able to get Placement Officers to send him resumes of good prospects. These could then be screened and the best asked to apply. This routine was recently carried out by [redacted] School and [redacted]. Of course the success of this entire method is dependent upon the extent to which the school officials cooperate. At present, it is against the Placement Officers' credo.

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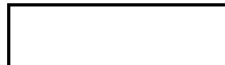
25X1

1. No problems to date.
2. Strongly recommends continuing campus recruiting.
3. Believes military installations are excellent source of qualified candidates.
4. Intends to increase advertising.

X1



1. Doesn't think college recruitment as presently carried on is too productive.
2. He would like to establish a base of continual referrals by utilizing local CSC, Selective Service, State Employment offices, Headquarters' PR's and selected schools which offer no trouble.



25X1

1. Believes we have always spent a disproportionate amount of time interviewing 21-year-old Liberal Arts seniors who were subject to draft or going on to grad school. This has been the case no matter how much briefing Placement Officers were given.
2. Recommends: continuing on-campus recruitment for remainder of this session; emphasize Engineering schools; gradually phase into "Regional Recruitment"; our literature should spell out our specific needs i.e., "preference in Liberal Arts fields for those with good cumulative grade point standing, etc."

-3-

X1



1. The great majority of student opinion in his area favors our presence on campus.
2. Considerable volume of Decentralized Correspondence (DC) and Prospect Referrals (PR's).
3. Every placement office - except UCLA - has sent resumes and permitted off-campus interviews.
4. Indications that college and university administrations will take more positive action against demonstrators.
5. Agrees with our avoidance of publicity policy and believes there is general acceptance of it.

X1



1. Has had no problems to date. Believes our moving off campus would benefit competitors.
2. Recommends concentrating on the better students from smaller colleges.
3. Proper and controlled distribution of attractive descriptive literature is important factor in recruitment.
4. Recommends increased use of State Employment Agencies; advertising; active recruiting and liaison with Military Installations; continuing contact with Inter-Agency Boards of Civil Service Examiners.

X1



1. Believes we should have best public relations service possible.
2. Recommends national testing.
3. Increased advertising in campus newspapers and magazines. Better brochures.
4. His best source is Selective Service files - recommends more time be spent interviewing men in service and less time with undergraduate students.
5. Recommends younger recruiters.

X1



1. Recruitment must be considered on an area-by-area basis. He has had only limited problems.
2. Placement Directors in his area want us to return to the campuses; Universities of [redacted] will not cooperate on off-campus interviews.
3. Wholesale withdrawal from campuses would be big mistake.

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-4-

X1

- [redacted]
1. Has experienced no trouble. Believes he should still visit campuses.
  2. Would like to speak to groups of students, outline our requirements etc., and then invite those with real interest for interviews.

X1

- [redacted]
1. Believes our present withdrawal from trouble campuses may give the authorities time to "mend their fences".
  2. Placement Officers in his area do not believe we should withdraw.
  3. Recommends our policy to withdraw should be explained by letter in careful detail over signature of Agency official.
  4. Alternatives to campus recruiting:
    - a. nationwide FCDP exam.
    - b. work closely with CSC and look for candidates scoring well on FSEE exam.
    - c. produce a less expensive brochure which can be passed out in numbers; include an application and self-addressed envelope.
    - d. intensive advertising to attract those who graduated a year or two ago and may be dissatisfied; include military discharge centers.
    - e. re-establish contact with State Selective Service offices.
    - f. use [redacted] to encourage faculty contacts to recommend promising students.
  5. Strongly believes now we should stay and fight.

X1

- [redacted]
1. Thinks our withdrawal from campus will result in loss of many likely candidates for OER and OSI.
  2. Plans to call at five military bases in his area and believes the young officers leaving service will be of higher quality than average college types interviewed.

25X1

- [redacted]
1. Feels strongly that we must continue campus recruiting. That is where the bulk of talented, job-searching people are in number.

25X1

-5-

2. His statistics reveal that 50% of those who sign for campus interviews will not come to the [redacted]
3. Policy of staying off troublesome campuses is good but should be only a stop-gap measure.
4. He plans on visiting more liberal arts colleges.

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X1



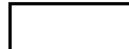
1. Recommends nationally advertised testing in manner of FSEE. Interviews could be held at strategic geographic locations, or those passing with high scores could be invited to D. C. for interviews. (This would permit reduction of recruiter force except for Commo, clerical, and special categories.)
2. Suggests using the computerized GRAD system offered by the College Placement Council Data Center.

X1



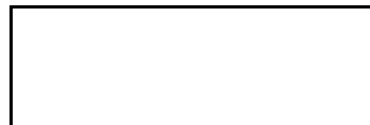
1. Intends to: advertise in college and metropolitan papers; spend more time at technical, engineering, and business schools; and develop more faculty sources.

X1



1. Believes our policy should be quality not quantity. Doesn't like our "pipeline approach".
2. He believes we should focus almost entirely on the graduate student and withdraw from small colleges. He thinks, however, that all campuses should have our literature available.
3. He would like to exploit state, regional, and national professional societies in his area; nearby research industries where RIF is taking place; GRAD system.
4. More rapid decision-making at Headquarters re employment is necessary.

25X1



Chief, Recruitment Division

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Approved For Release 2003/04/29 : CIA-RDP84-00780R002300190043-2

Next 2 Page(s) In Document Exempt

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NOTE: The following excerpts are from a recent letter from the Director to the Vice President of a prominent west coast university.

I readily understand your concern for the questions which you have raised in your letter of 28 November. I hope that my response will enable you to appreciate the Agency's position on these matters.

As to your first question, it is part of our regular Agency procedure to ask applicants not to divulge the contents of their interviews with our recruiters. This is not because there is anything particularly secret about the interviews but because widespread knowledge of the Agency's interest in an applicant may well limit the applicant's eventual choice of professional employment within the Agency. Experience over the years has shown that this is a necessary and proper precaution, the reasons for which are appreciated by the great majority of our applicants.

Requesting an applicant to agree in writing not to disclose the contents of his interview is a procedure which in recent years has been used infrequently at the discretion of the recruiter. We have recently reviewed the propriety and effectiveness of this practice and it is being discontinued.

With regard to your related second question, even if the university can, as in your case, control the physical interference by protestors with our recruiters, the more militant and determined protestors can still cause considerable difficulties for the Agency and for the applicants. They can and do identify our recruiters and harass them off the campus, but even more serious they can identify the student applicants either to harass them privately or to limit their careers by publicizing their applications and reduce the possible areas in which we might otherwise be able to use them. After very careful consideration, we came to the conclusion that visits on campuses which are likely to result in confrontations hurt rather than help our recruiting efforts.

I assure you that we are aware that incidents attending CIA recruitment interviews are but one aspect of the broader question of the relationships between university authorities and student bodies. Our experience has been that on those campuses which seem to be having trouble, our presence arouses mainly radically militant groups which do not represent student bodies generally. We have felt, therefore, that protests of this sort serve only to complicate the efforts of university communities to maintain an equitable balance in the relationships between university authorities and the representatives of student bodies. We do not believe our withdrawal from the campuses constitutes a victory for the militant groups, even though they may claim it, but rather the removal of a source of controversy and friction which serves neither the development of wholesome relationships within the university community nor the conduct of fruitful interviews between the Agency and applicants. I would like to assure you that we gave long

-2-

and careful thought to the whole problem before reluctantly coming to this conclusion.

I greatly appreciate your interest in these matters and I commend you for the forthright stand you have taken at \_\_\_\_\_. I hope that this will assist your understanding of our position, and please do not hesitate to call on us if there is anything further we can do.